CANADIAN INTERGOVERNMENTAL CONFERENCE SECRETARIAT

2008-2009

PERFORMANCE REPORT

The Honourable Josée Verner
President of the Queen's Privy Council for Canada
Minister of Intergovernmental Affairs and Minister
for La Francophonie

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Minister's Message

In my capacity as Minister of Intergovernmental Affairs, I am pleased to present The Canadian Intergovernmental Conference Secretariat's (CICS) *Departmental Performance Report* for the fiscal year 2008-2009.

For more than 30 years, CICS has been invaluable in facilitating intergovernmental relations in Canada by providing administrative services for the planning and conduct of senior level federal-provincial-territorial and provincial-territorial conferences. This past fiscal year the Secretariat provided services for 70 senior level conferences held throughout Canada; of which 45 were federal-provincial-territorial and 25 were provincial-territorial meetings.

Funded in partnership by the federal and provincial governments, the Secretariat has a mandate to provide technical and administrative services to the federal, provincial and territorial departments in organizing various senior level meetings.

Last January, I attended the First Ministers Meeting with the Prime Minister and experienced first-hand the level of dedication and professionalism of this agency. CICS demonstrates year-to-year their abilities in ensuring the success of such events. The following report highlights the progress and achievements of the Secretariat during the last fiscal year.

The Honourable Josée Verner
Minister of Intergovernmental Affairs

SECTION I – DEPARTMENTAL OVERVIEW

Raison d'être

The Canadian Intergovernmental Conference Secretariat (CICS) was established pursuant to an agreement reached at the May 1973 First Ministers' Conference and designated a department of the federal government by an Order-in-Council dated November 29, 1973. Its one program mandate is to provide administrative services for the planning and conduct of First Ministers, Ministers and Deputy Ministers level federal-provincial-territorial and provincial-territorial conferences.

CICS is an agency of the federal, provincial and territorial governments and, as such, acts as a neutral intergovernmental body. Its budget is supported by both orders of government and its staff includes federal, provincial and territorial public servants. The Secretary reports to all governments annually. The operations are reviewed by federal, provincial and territorial senior officials designated by their respective First Ministers. The CICS reports to Parliament through the President of the Queen's Privy Council for Canada.

Responsibilities

The mandate of CICS is to serve federal, provincial and territorial governments and Canadians in the planning, conduct, and the serving of senior level intergovernmental conferences. Its primary objective is to relieve client departments in virtually every major sector of governmental activity of the numerous technical and administrative tasks associated with the planning and conduct of such conferences, thereby enabling them to concentrate on the substantive policy issues. CICS provides continuous, effective, impartial administrative services to these meetings on key intergovernmental issues encompassing numerous sectors of intergovernmental activity.

Strategic Outcomes and Program Activity Architecture

CICS is a micro agency with a single program mandate. Its Program Activity Architecture is listed below.

	PAA Level	Performance Information: Expected Results
Department/Agency	**Canadian Intergovernmental Conference Secretariat**	
Strategic Outcomes	Multilateral meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly	
Program Activity (Main Estimates Presentation Format)	Conference Services	Flawlessly planned and conducted events, including the effective addressing of unforeseen challenges.
		Needs of all parties involved in intergovernmental conferences served by CICS are understood and addressed / met.

2008-09 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
6.5	7.0	5.4

2008-09 Human Resources (FTEs)

Planned	Actual	Difference
36	30	6

Performance Summary

Strategic Outcome 1: Multilateral meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly.		
Performance Indicators	**Targets**	**2008-09 Performance**
Extent to which senior government officials are satisfied with various CICS services in particular with respect to neutrality of its services, its mandate and governance structure.	90% - High degree of stakeholder trust and have confidence in CICS' institutional, independent role. Consequently, there is a high degree of satisfaction with CICS services.	A range of survey results confirm a very high level of satisfaction with the quality and type of service provided by CICS and unsolicited feedback in the form of letters and e-mails following specific events during the 2008-09 fiscal year remain very positive and complimentary.

Program Activity	2007-08 Actual Spending ($ millions)	2008-09 Main Estimates	2008-09 Planned Spending	2008-09 Total Authorities	2008-09 Actual Spending	**Alignment to Government of Canada Outcomes**
Intergovernmental Conference Services	5.4	6.5	6.5	7.0	5.4	Contributes to the achievement of Government Affairs: Support synergies, dialogue, efficient and effective interaction among government sectors in the intergovernmental environment through the provision of impartial conference and information management support services.
Total	5.4	6.5	6.5	7.0	5.4	

Actual spending was lower than planned and authorized due to conference activity being significantly lower than funded and anticipated. Given that this fiscal year was far from an average year for governments with the precipitated federal election, provincial elections being called, the world wide economic crisis and the political environment in Ottawa, the number of senior level intergovernmental conferences dropped considerably from the recent five year average of 100 meetings per year. It is important to remember that CICS does not have any control over the number of conferences it is requested to serve in a given year.

Contribution of Priorities to Strategic Outcome

Operational Priorities	Type	Status	Links to Strategic Outcome
Review of standards and practices in conference planning and delivery	Ongoing	Successfully met. Progress made: - Regular meetings of internal work group clusters to share best practices and procedures; - A variety of information sharing templates created; - Review of services conducted and validated with clients for pertinence; - Gathering of data related to conference planning and delivery; - Areas in need of attention identified; - Corporate knowledge captured through exit interviews with personnel; and - Encouragement of a working culture that values learning and continuous improvement.	Directly related to the strategic outcome of flawlessly planned and conducted events Continuous analysis and review of conference planning and delivery practices helps to ensure that our program remains efficient and effective and responds to client needs.
Management Priorities	**Type**	Status	**Links to Strategic Outcome**
Strengthened planning and reporting framework as well as an enhanced capacity for program evaluation.	New	Successfully met.	Measuring and evaluating CICS' performance in achieving its strategic outcome is crucial to ensuring its program is focused on results, is delivering value for money and is consistent with intergovernmental expectations and priorities. In addition, it provides valuable information to identify necessary adjustments to improve both program efficiency and effectiveness. In the Fall of 2008, after reviewing its PAA and approving a draft performance measurement framework, CICS expanded its program evaluation to include two new surveys of its clients; one for conference planners and one for conference delegates. The design and implementation of these new evaluation tools were carried out by a neutral third party. The results revealed a very

			high degree of satisfaction from clients with the various services of the Secretariat. The results also allowed CICS to identify program strengths, to reconfirm client needs and priorities and to pursue suggestions for enhancing its level of client service.
Strategic Review: Examining and building further efficiencies in the internal operations and practices of the Agency.	New	Successfully met.	CICS management is committed to ensuring a proactive approach to change and preparation for the future to ensure that its strategic outcome will continue to be met. Launched in May 2008, the Modernization Project was a unique combination of an organizational needs assessment and consultations designed to actively engage employees in setting the direction for change. A number of initiatives were identified. Senior Management has accepted the proposed plan and implementation is well underway and will be on-going throughout the next fiscal year.

Risk Analysis

As previously noted, CICS was established pursuant to an agreement reached at the May 1973 First Ministers` Conference and although designated a federal department for the purposes of the *Financial Administration Act*, by an Order-in-Council on November 29, 1973, the organization is in fact an agency of the federal and provincial governments and, as such, acts as a neutral intergovernmental body. Not only is its budget supported by these two orders of government, but its staff is also selected from both federal and provincial/territorial governments.

The Secretariat is funded annually at a level sufficient to finance a level of conference activity in the 110-120 range. The requests for the agency's services had increased significantly in recent years and we were averaging over 100 conferences annually. However, recent instability in political environments over the past 2 years has led to what is seen as a temporary decline in activities.

Given that CICS reports to all governments, it must be careful to ensure that its services not only remain impartial, confidential and equitable to all clients but that they be perceived as such in an environment that can be highly political. As a result, CICS has always been cognizant of the

importance of risk management issues and continues to make steady progress towards effective implementation of integrated risk management. CICS' three highest risks continue to be:

1) maintaining the credibility of CICS as a neutral conference service provider;
2) maintaining continuity of CICS' conference services capability and supporting infrastructure; and
3) maintaining due diligence and reporting on appropriate controls, given growing requirements of modern comptrollership.

Working Environment

CICS' priorities depend in large part on federal, provincial and territorial governments' priorities and are subject to a variety of internal and external influences.

External factors which influenced the Agency's activities in 2008-09 included, for example, a lower number of intergovernmental conferences held in all regions of Canada. As an organization that services the senior level intergovernmental conference activities undertaken by 14 jurisdictions and their respective departments, CICS has no control over the timing, location and costs of such meetings. In times of volatility in leadership of governments, such as in the last two years, activities can decline while departments await a firmer mandate and direction. At other times, requests for services can rise dramatically, and are subject to a strong degree of seasonality.

As previously mentioned, CICS does not convene intergovernmental meetings. It is called upon to respond to decisions taken by governments to meet on key national or specific issues. Decisions concerning the location of such meetings, their number in a given fiscal year, their timing and duration are all factors beyond the control of the Secretariat. The level of CICS expenditures for each fiscal year is, however, directly affected by these factors. As such, in its strategic planning, the agency must respond not only to changes in the external environment, but also to priorities, opportunities and constraints within the governments' contexts.

CICS has also always been characterized by the cyclical nature of its work, with request for conference support peaking during the months of May and June and once again during the months of September and October. With investments in financial resources and personnel needed to ensure efficient and timely services being fairly fixed, an extended period of lower or higher than usual conference activity creates a set of operational challenges that require flexibility in the approach to the optimization of outcomes and uses of resources within the Secretariat. Cross-training of staff from other sectors of CICS (Information Services and Corporate Services) on serving conference was started many years ago as a coping mechanism to serve conferences at peak periods each year.

Working in a nation that spans three oceans and six time zones in and of itself presents organizations such as CICS with unique challenges. CICS provides administrative services as requested in planning and executing senior level conferences on issues of significant importance to the well-being and prosperity of all Canadians. As such, the unique value that the Secretariat brings to these key intergovernmental meetings, in terms of experience, professionalism, non-partisanship, and consistency is a key factor that contributes to their overall successes.

Risks to the strategic direction of the Secretariat and to the efficient and effective management of its conference program remain fairly static over time: access to qualified personnel; retention of corporate memory and practices; cost structure changes related to major expenses of the Secretariat; and the ability to react and adjust to expansions and reductions within the requests for CICS services.

The flawless delivery of high quality services to clients is only made possible by the total dedication and commitment of the agency's personnel; personnel which possesses the aptitudes, character and devotion necessary for CICS operations. As an agency of both the federal and provincial governments, the organization is staffed by a blend of federal, provincial and territorial employees. Provincial and territorial employees are seconded to the Secretariat for a period of three to four years. Recruitment in this environment is executed through a variety of processes and the availability of skilled personnel is partly a function of market forces and trends beyond the control of CICS.

Creative and diligent approaches in seeking quality employees have yielded excellent staffing results over time. CICS will continue to actively pursue top talent through various initiatives and strategies as an integral component of its human resources strategy.

Retention of corporate memory and conference practices and procedures are fundamental to the success of the Secretariat in carrying out its mandate. The efficient execution of conference planning and support comes from having successfully delivered high quality services to a variety of clients in over 30 sectors of intergovernmental activity. The Secretariat's departmental clients are also subject to high turnover rates among the staff assigned to conference planning. Consequently, CICS staff has been instrumental in providing new contacts pertinent information on the protocol and process of intergovernmental machinery.

The majority of senior level intergovernmental meetings occur outside of government facilities and outside of the National Capital Region where the offices of CICS are located. Consequently, a significant portion of the operational budget of CICS is allocated to travel, accommodation, movement of equipment, and rentals. These costs are market-driven, and, as such, are subject to significant fluctuations (usually increases) where competitive and fuel-related factors are in play. To the extent that general pricing increases do not lead to declines in conference activity, the cost of doing business and the ability to remain within budgetary constraints is to a degree beyond the control of CICS. Fortunately, CICS activity level and allotment budgets have not been in conflict in recent years, and as a result cost structures have remained fairly stable.

Integrated Risk Management Approach (IRM)

Organizations such as CICS have unique governance structures that define the corporate context and practices within which organizational and strategic risks can be managed proactively. The governance structure itself builds in checks and balances related to confidentiality and impartiality. By its very scope and nature, it also creates an operating environment that must work in an integrated fashion.

Because of the unique arms-length mandate of CICS and its small size, it is critical that Senior Management in organizations such as CICS be engaged throughout the business and human resources planning processes in order to provide direction and guidance and to outline management's expectations. For example, requests for conference services, information management and information technology requirements, financial matters and staffing requirements have always been standing agenda items at monthly CICS senior management meetings. They reflect how priorities and directions ought to be set, how allocation and re-allocation decisions ought to be made, and how programs ought to be coordinated and managed to achieve the strategic outcome(s) expected.

Strategic discussions relating to organizational wide corporate risk, strategic planning and resource re-allocation are often held at the Executive Committee level, and within other internal committee meetings. CICS' Integrated Business Human Resources Plan (IBHRP), for example, encompasses the entire organization. It incorporates an analysis of CICS' operational environment, its internal and external pressures, as well as its recent staffing and business trends. It also identifies CICS key risk areas, and their potential impact on the organization. As such, the IBHRP allows management to better monitor these risks, to create risk mitigation strategies and to determine where priority focus is required based on business needs, workforce analysis and client service standards.

Greater formalization of its integrated planning and risk management approach

Reputation and credibility come from effectiveness. Senior Executive Management has recognized the need to find a better balance between CICS short and long term priorities while maximizing opportunities and overcoming challenges such as succession planning, a more complex intergovernmental environment and new technologies and new concerns. In order to continue to fully deliver on its mandate, CICS must continue to strengthen its capacity to risk manage, to anticipate, to prepare for and respond to the changing intergovernmental environment and its clients needs.

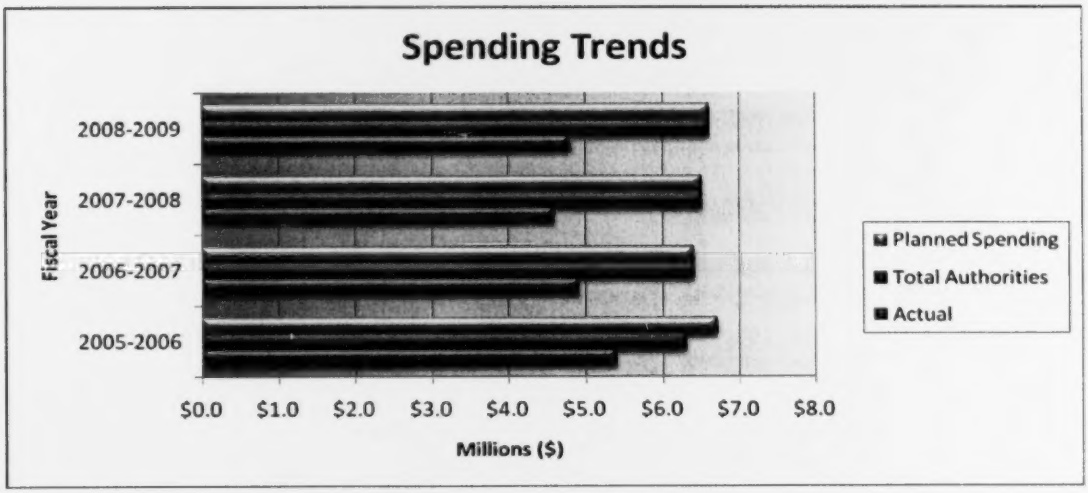
Within the context of these challenges and risks, CICS has utilized the recent decline in meeting activity to consolidate and restructure for the future. Initiatives have included implementing an integrated Human Resources Strategy, standardizing policies and procedures, formulating and executing a phased capital expenditure plan, and making strategic investments in training and development planning. As a consequence, the Secretariat stands more ready than ever to deliver the highest quality professional services in support of its government clients, and by extension, to the benefit of Canadians across the country.

The goal of an integrated planning and risk management approach is to help CICS proactively identify risks at the policy development stage rather than when policies are implemented and to include risk management and mitigation strategies and lessons learned as an integral part of its operations.

Being a micro agency CICS does not have its own audit committee but it still adheres to the Treasury Board Audit Policy by its participation to the Comptroller General' Horizontal Audit program and makes use of the Small Departmental and Agency (SDA) Audit Committee. CICS is also a member of the SDA Advisory Group.

Expenditure Profile

The Secretariat sets performance targets to be ready to have an organization in place to successfully deliver services for up to 120 distinct conferences annually. As environmental circumstances have resulted in lower activity in recent periods and as such, the spending of the directorate has usually been under the estimated and allotted funding each year. The following chart shows actual and anticipated spending, again with the anticipated spending set for activity level in the area of 120 conferences.



Voted and Statutory Items displayed in the Main Estimates
($ millions)

Vote # or Statutory Item (S)	Truncated Vote or Statutory Wording	2006-07 Actual Spending	2007-08 Actual Spending	2008-09 Main Estimates	2008-09 Actual Spending
5	Program Expenditures	5.0	4.6	6.1	5.0
(S)	Contributions to employee benefit plans	0.3	0.4	0.4	0.4
Total		5.3	5.0	6.5	5.4

The increase in spending for 2008-09 as compared to 2007-08 is reflective of the impact of some contract settlement costs related to salaries, as well as some strategic investment undertaken with respect to modernization of processes and equipment.

SECTION II – ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

Detailed Analysis of Performance

Strategic Outcome

Multilateral intergovernmental meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly.

Program Activity Name

Conference Services

Program Activity Description

Provision of expert, impartial support services for the planning and conduct of First Ministers, Ministers and Deputy Ministers level federal-provincial-territorial and provincial-territorial conferences.

Total Financial Resources for the Agency ($ millions)

2008-2009					
Financial Resources ($ millions)			Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
6.5	7.0	5.4	36	30	6[1]

Expected Results	Performance Indicators	Targets	Performance Status	Performance Summary
Flawlessly planned and conducted events, including the effective addressing of unforeseen challenges	Satisfaction of parties with the various aspects of the planning and conduct of events.	90 % or higher positive rate.	Exceeded	95% of planners surveyed indicated that they were satisfied or very satisfied with CICS services overall. Individual features of the services evaluated received ratings of satisfaction between 89 – 97%. Only one indicator fell below the targeted range of satisfaction. Corrective actions are planned for this element in as much as possible within our control. Similarly, 91% of conference delegates indicated that they were also satisfied or very satisfied with CICS services overall. Individual features of the on-site service received by our clients showed satisfaction ratings between 90 – 100%.

[1] Due to vacancy, retirement of Mr. Carol Bourgeois and Ms. Danielle Séguin

Needs of all parties involved in intergovernmental conferences served by CICS are understood and addressed/met	Extent to which parties involved in intergovernmental conferences believe that their needs were understood and addressed by CICS	90% or higher positive rate	Exceeded	A survey of conference planners asked respondents how satisfied they were with CICS in this regard. They indicated that their needs were understood and addressed by CICS 94% of the time. In addition, 97.4% of planners surveyed used CICS for all of their conferences during the year. This would indicate that CICS is viewed as the provider of choice for senior level intergovernmental conference services.

Benefits for Canadians

The planning and conduct of multilateral meetings of First Ministers, Ministers and Deputy Ministers is a service which elevates a core principle of democratic society, communication, and is a critical component of the workings of the Canadian federation.

By skillfully and professionally executing planning and delivery of these meetings, CICS allows the federal, provincial and territorial governments to address pertinent issues without getting distracted by process, with significant risk of error and omission taken out of the equation, by tapping into the agency's experience and impartiality, and with efficiency and effectiveness enhanced by technical expertise and an understanding of what should be done and when.

The interests of every Canadian are represented by several levels of government within their respective jurisdiction. The success of each level in meeting their mandates is dependent on the successes of the whole in determining the course on national and/or provincial/territorial policies, and addressing these needs through cooperation and negotiation.

As a multilateral body dedicated to supporting events that give rise to, and support the spirit of cooperation and negotiation among governments, CICS seeks to execute its part in these processes to maximum effect, producing an environment wherein the opportunity for rational discourse and optimal decision-making is at its highest, to the benefit of all governments and Canadians.

Performance Analysis

In the early Fall 2008, the Canadian Intergovernmental Conference Secretariat (CICS) approved its draft performance measurement framework (PMF), based on its Program Activity Architecture (PAA). The PMF outlined that the Secretariat's measurement strategy should include internal data and documents as well as two surveys, one of conference planners and a second of conference delegates. It was decided that the strategy would be pilot tested in the 2008-2009 fiscal year. The results of the pilot test would be used to finalize the PMF, including determining targets for relevant results indicators.

Expected Result: Flawlessly planned and conducted events, including effectively addressing unforeseen challenges

The survey of planners shows that those using CICS conference planning services are highly satisfied with most aspects of CICS services. On a scale of 1 (not at all satisfied) to 5 (very satisfied), average ratings are all over 4.5 out of 5 except for the continuity of CICS staff where the average rating is still high (4.3 out of 5). The PMF indicated that the performance target for CICS is that 90% respond positively every year. It was concluded the performance target was achieved in most cases.

Expected results: Needs of all parties involved in intergovernmental conferences served by CICS are understood and addressed/met

The survey of planners addressed this by asking respondents how important this was to them and how satisfied they were with CICS in this regard. Overall this is very important to planners and they are very satisfied with CICS on this objective with an average rating of 4.7 out of 5.

Overall Agency Performance

Again in 2008-2009, requests for CICS services were lower than expected from levels of previous years, due to the slow down of the economy, several provincial elections impacting meeting opportunities and sectors reacting to the on-going minority federal government by adopting a 'wait-and-see' perspective. Federal-provincial-territorial relations moved into a period where developing significant new initiatives would require majority support before they could be planned, funded and executed, in many cases.

CICS took advantage of the reduced pace of intergovernmental activity to implement new central agencies policies and directives, to study resources usage and cost optimalization, to review its conference operating procedures and implement and document best practices, and to continue cross-training of employees for the purpose of risk mitigation.

Notwithstanding progress in the overall management of the agency, CICS will continue to move forward with its modernization agenda especially with regard to its management activities to reinforce accountability and strive for process effectiveness and transparencies.

Conference Highlights

CICS provided its services to seventy senior level intergovernmental conferences in 2008-2009. Of these meetings, three were held at the First Ministers level and three at the level of Premiers and Territorial Leaders. These meetings require significantly more effort than standard, in terms of planning and execution:

- 2008 Western Premiers' Conference
  May 28-30, 2008 - Prince Albert, Saskatchewan
- 2008 National Aboriginal Women's Summit
  July 30-31, 2008 - Yellowknife, Northwest Territories
- 32nd Annual Conference of New England Governors and Eastern Canadian Premiers
  September 15-16, 2008 - Bar Harbor, Maine

- First Ministers' Meeting
  November 10, 2008 - Ottawa, Ontario
- Meeting of First Ministers' and National Aboriginal Leaders
  January 15, 2009 - Ottawa, Ontario
- First Ministers' Meeting
  January 16, 2009 - Ottawa, Ontario

Number of Conferences Served

While there was a decrease in the overall number of meetings served in 2008-2009, there was an increase in the number of meetings at the level of First Ministers, Premiers and Territorial Leaders.

Of the many conferences served, 37 percent were at the Ministerial level and 54 percent were at the Deputy Ministerial level.

Lessons Learned

The enhanced program evaluation of conference services conducted this year not only confirmed the importance of the various services CICS currently offers to its clients but also showed a very high level of satisfaction with these services by its clients including both conference planners and conference delegates. There were no areas that emerged as requiring major corrective action, however, the data clearly showed the importance of consistency in the quality of service we provide at each and every conference. Management priorities including a variety of initiatives under the Modernization Project as well as operational priorities for the continuous improvement and documentation of practices and procedures for conference planning and delivery will certainly serve to ensure consistency of the quality of CICS services from year to year and from sector to sector despite staff turnover.

One area worthy of note emanating from the program evaluation this year is that the importance of continuity in CICS *personnel* from one event to another in the same sector was ranked of higher importance by our clients than would have been assumed. While CICS does have in place practices to ensure this continuity for the larger government sectors, it had, over the years, used a certain flexibility in this area in order to ensure equity of workload among employees. In light of this new information, CICS will make efforts in its organization of the conference calendar to provide as much continuity for each sector as feasibly possible.

Letters of Appreciation

While there are no formal performance targets yet in place to assess such anecdotal information, appreciation letters are often received from our clients and serve to confirm our positive client survey results. Of those received, we have chosen the following extracts:

> "Je désire vous remercier tous les cinq pour le service de haute gamme que vous nous avez offert. Vous avez su trouver la façon de répondre aux attentes de tous les délégués…"
>
> Joanne Marceau
> Conseillère
> Ministère de la Justice, Québec

"…The professionalism and dedication of your staff was critical to the success of these meetings, especially given the very limited time that was available to coordinate the logistical arrangements…"

Natasha Rascanin
Assistant Deputy Minister
Intergovernmental Operations
Privy Council Office

"Thanks for all that you did to make the First Minister's Meeting such a great success. It was a smooth efficient and well-run two days. Thank you for being so accommodating..."

Aaron Campbell
Senior Advance to the Prime Minister
Prime Minister's Office

"Once again I'd like to thank you and your team for the terrific support you provided for the Council's meeting… I am always impressed by, and grateful for, your professionalism, organization and efficiency…."

John Pearson
Program Director
Council of Deputy Ministers Responsible for
Transportation and Highway Safety

SECTION III – SUPPLEMENTARY INFORMATION

Financial Highlights

For the Period ending March 31, 2009
Condensed Statement of Financial Position

	(in thousands of $)	Percentage Variance	2009	2008
Assets	Total Assets	-22%	374	478
Liabilities	Total Liabilities	28%	989	778
Equity	Total Equity	105%	(615)	(300)
Total		-22%	747	956

For the period ending March 31, 2009
Condensed Statement of Operations

	(in thousands of $)	Percentage Variance	2009	2008
Expenses	Total Expenses	5%	6,019	5,731
Revenues	Total Revenue	-3%	1,082	1,114
Net Cost of Operations		7%	4,937	4,616

Financial Statement

The Financial Statement for year ended March 31, 2009 can be found at www.scics.gc.ca.

List of Supplementary Information Tables

All electronic supplementary information tables found in the 2008-09 Departmental Performance Report can be found on the Treasury Board of Canada's website at: http://www.tbs-sct.gc.ca/dpr-rmr/2008-2009/index-eng.asp.

Table 1: Sources of Non-Respendable Revenue

Table 2: Internal Audit

Other Items of Interest

CICS is an agency of the federal and provincial governments and, as such, acts as a neutral intergovernmental body. Therefore, it produces a Report to Governments every year. This report details the activities of the agency. It can be found on CICS' website at http://www.scics.gc.ca/.